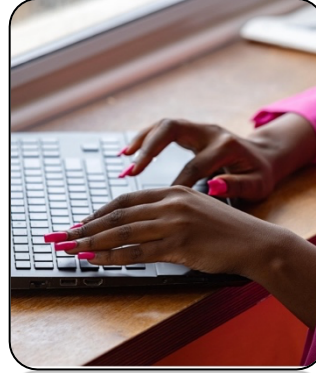


Q. I recommended that one of my employees reach out to EAP to get support with a performance issue. He initially agreed, but now it seems he has reconsidered, and the issue at work is still present. How can I address my employee's performance issues if he is unwilling to contact EAP?



A. There could be many reasons for the employee's loss of motivation to connect with the EAP. Your initial conversation may have sparked a willingness to act, but it's also possible that he agreed in the moment to deeper confrontation, especially if he felt exposed or uncomfortable. Sometimes, the motivation to follow through fades, even if it was sincere. The employee may also be facing other personal issues outside of work that are affecting his performance.

Continue to document any performance concerns and refer to your organization's policies for addressing workplace performance issues. As a supervisor, EAP provides unlimited supervisor consultations that offer emotional support and assistance in navigating sensitive conversations with employees.

Q. I have an employee who is reportedly sabotaging others by withholding key information, giving vague instructions, or taking credit for their work. I haven't seen these behaviors personally. What is the best approach to address these reported behaviors without making my employee feel accused?

A. When you haven't personally observed the behavior, the key is to address the impact without framing it as an accusation. Focus on what you *do* know -specific outcomes or disruptions. Use neutral, factual language to open the conversation. For example: "I've heard of a few situations where teammates felt they weren't given complete information, and it created delays. Can you help me understand what happened?" Notice how this approach keeps your tone professional and curious rather than confrontational. Your goal is to raise awareness and give the employee a chance to explain, correct, or clarify.

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please you and avoid

At the same time, take the opportunity to reinforce clear expectations around communication, collaboration, and accountability with the entire team. This early intervention approach, with its focus on outcomes, not accusations, involves communicating in a concerned tone that may prevent the behavior from continuing. If the pattern continues, consult your organization's policy and leadership.

Q. My employee asked to borrow \$500. Although I didn't embarrass him or act shocked, I was taken aback. I referred him to EAP, but I also felt fearful about the crisis that led him to ask for money. Knowing he may be facing something horrendous almost made me give it to him. How should I handle this situation?

A. Recommending the employee to seek EAP support was a great first step. EAP has counselors who can properly assess and uncover the underlying problems your employee is facing. An employee asking for financial help could indicate a serious financial issue and is almost always related to a more significant problem. The \$500 is likely only part of what the employee needs. You can encourage the employee to call EAP together to schedule an appointment.